

Community Building and Neighborhood Planning Program

Partnering to Build Better Neighborhoods

City of San Antonio
Planning Department

October 13, 1998
Amended February 8, 2001

AN ORDINANCE 98435

ADOPTING THE NEIGHBORHOOD IMPROVEMENT CHALLENGE PROGRAM AMENDMENT THAT REVISES THE IMPLEMENTING INCENTIVES COMPONENT OF THE COMMUNITY BUILDING AND NEIGHBORHOOD PLANNING PROGRAM BY CREATING THREE FUNDS, 1) NEIGHBORHOOD LEARNING FUND, 2) THE NEIGHBORHOOD TREES FUND AND 3) THE NEIGHBORHOOD PROJECT FUND; AND DEVELOPING GUIDELINES FOR PARTICIPATION IN EACH FUND.

(Amends Resolution No. 98-39-39, October 22, 1998)

* * * * *

WHEREAS, The Neighborhood Improvement Challenge Program was adopted as a component of the Community Building and Neighborhood Planning Program by City Council on October 22, 1998 by Resolution No. 98-39-39; and

WHEREAS, the City Council recognizes the need to amend the Neighborhood Improvement Challenge Program by revising the Implementing Incentives Component of the Community Building and Neighborhood Planning Program; and

WHEREAS, the Planning Department has developed an amendment to the Neighborhood Improvement Challenge Program which revises the Implementing Incentives Component of the Community Building and Neighborhood Planning Program by creating three funds, 1) Neighborhood Learning Fund, 2) The Neighborhood Learning Fund, 3) The Neighborhood Project Fund, and developing guidelines for participation in each fund; and

WHEREAS, the Planning Commission adopted Resolution No. 01-01-02 dated January 24, 2001, which recommends the City Council of the City of San Antonio authorize and approve the amendment to the Neighborhood Improvement Challenge Program revising the Implementing Incentives Component of the Community Building and Neighborhood Planning Program, **NOW THEREFORE**;

BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF SAN ANTONIO:

SECTION 1. The amendment to the Neighborhood Improvement Challenge Program that revises the Implementing Incentives Component of the Community Building and

Neighborhood Planning Program is hereby adopted, a copy of the amendment is attached and incorporated herein for all purposes as **Attachment I**.

SECTION 2. This ordinance shall take effect on the tenth day from the date of passage hereof.

PASSED AND APPROVED this 8TH day of FEBRUARY, 2001.



M A Y O R

ATTEST:


City Clerk

APPROVED AS TO FORM:


City Attorney

RESOLUTION NO. 01-01-02

**APPROVING AN NEIGHBORHOOD IMPROVEMENT CHALLENGE
PROGRAM AMENDMENT THAT REVISES THE IMPLEMENTING
INCENTIVES COMPONENT OF THE 1998 COMMUNITY BUILDING AND
NEIGHBORHOOD PLANNING PROGRAM TO CITY COUNCIL.**

WHEREAS, the San Antonio Planning Commission has approved the 1998 Community Building and Neighborhood Planning Program; and

WHEREAS, the San Antonio City Council adopted the 1998 Community Building and Neighborhood Planning Program on October 22, 1998; and

WHEREAS, the San Antonio Planning Commission has reviewed the Neighborhood Improvement Challenge Program Amendment and found the revision to be consistent with City policies and therefore meets all required guidelines; and

NOW, THEREFORE, BE IT RESOLVED BY THE PLANNING COMMISSION OF THE CITY OF SAN ANTONIO:

SECTION 1: That the Neighborhood Improvement Challenge Program Amendment be submitted to the City Council.

SECTION 2: That the Neighborhood Improvement Challenge Program Amendment attached hereto and incorporated herein by reference is recommended to the City Council for approval and be adopted as a revision of the 1998 Community Building and Neighborhood Planning Program.

PASSED AND APPROVED ON THIS 24th day of January, 2001.

Approved:



Robert J. Wandrisco

Chair

San Antonio Planning Commission

Attest:



Executive Secretary

San Antonio Planning Commission

A RESOLUTION

ADOPTING THE COMMUNITY BUILDING AND NEIGHBORHOOD PLANNING PROGRAM AND REPEALING THE NEIGHBORHOOD PLANNING PROCESS, ADOPTED 1983 AND REVISED 1989(89-28-58).

* * * * *

WHEREAS, the 1989 neighborhood planning process requires revision to provide an adequate planning framework to serve the entire City; and

WHEREAS, the San Antonio Master Plan, adopted May 29, 1997 calls for preserving, protecting, and enhancing the integrity, economic viability and livability of San Antonio's neighborhoods and strengthening the neighborhood planning process and neighborhood plans; and

WHEREAS, the Community Revitalization Action Group Final Report, June 29, 1998, calls for the simplification of the existing neighborhood planning process; and

WHEREAS, the San Antonio Planning Commission held a public hearing on October 14, 1998 and approved the Community Building and Neighborhood Planning Program and related Planning Commission Resolution 98-10-02; **NOW, THEREFORE**,

BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF SAN ANTONIO:

SECTION 1. That the Neighborhood Planning Process (#89-28-58) is hereby repealed except that all plans previously recognized under the 1989 Neighborhood Planning Process shall remain in effect until expressly repealed; and all plans currently under development and review at the effective date of this resolution shall continue to be developed and approved under the 1989 Neighborhood Planning Process.

SECTION 2. That the Community Building and Neighborhood Planning Program, dated October 13, 1998, and attached hereto as Exhibit A, is incorporated herein by reference for all purposes and is adopted as the neighborhood planning component of the City's Master Plan.

PASSED AND APPROVED on this 22nd day of October, 1998.

M A Y O R

ATTEST:

City Clerk

APPROVED AS TO FORM:

RESOLUTION NO. 98-10-02

RESOLUTION RECOMMENDING THE COMMUNITY BUILDING AND NEIGHBORHOOD PLANNING PROGRAM BE ADOPTED AS REVISION OF THE NEIGHBORHOOD PLANNING PROCESS, ADOPTED 1983 AND REVISED 1989 (89-28-58).

WHEREAS, the 1989 neighborhood planning process requires revision to provide an adequate planning framework to serve the entire City; and

WHEREAS, the San Antonio Master Plan, adopted May 29, 1997, calls for preserving, protecting, and enhancing the integrity, economic viability and livability of San Antonio's neighborhoods and strengthening the neighborhood planning process and neighborhood plans; and

WHEREAS, the Community Revitalization Action Group Final Report, June 29, 1998, calls for the simplification of the existing neighborhood planning process;

NOW, THEREFORE, BE IT RESOLVED BY THE PLANNING COMMISSION OF THE CITY OF SAN ANTONIO:

SECTION 1: That the Community Building and Neighborhood Planning Program be submitted to the City Manager for subsequent submission to the City Council.

SECTION 2: That the Community Building and Neighborhood Planning Program dated September 23, 1998, attached hereto as Exhibit A and incorporated herein by reference is recommended to the City Council for adoption.

SECTION 3: That the 1989 Neighborhood Planning Process (#89-28-58) be repealed except that all plans previously recognized under the 1989 Neighborhood Planning Process shall remain in effect until expressly repealed; and all plans currently under development and review at the effective date of this resolution shall continue to be developed and approved under the 1989 Neighborhood Planning Process.

PASSED AND APPROVED ON THIS 14th day of October, 1998.

Approved:

Theresa Giolma, Chair
San Antonio Planning Commission

Attest:

Executive Secretary, San Antonio Planning Commission

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The significant problems we face today cannot be solved by the same level of thinking we were at when we created them.

Albert Einstein

1.0 PROGRAM SUMMARY

1.1 A New Era of Neighborhood Emphasis

The Community Revitalization Action Group (CRAG) has identified revitalization strategies for improving neighborhoods. The *San Antonio Master Plan* (adopted May 1997) calls for “safe, dynamic and sustainable neighborhoods which offer employment opportunities, high quality education, adequate and affordable shelter, health care, and recreational amenities.”¹ City Council has encouraged initiatives for neighborhood planning and revitalization. More neighborhood groups are organizing and working towards community betterment. In response to these efforts and initiatives, this draft document outlines the Community Building and Neighborhood Planning Program (CBNP Program).

The CBNP Program was developed based on:

- Community Revitalization Action Group Final Report,
- Master Plan policies (see Appendix A),
- City Council priorities,
- Meetings with neighborhood groups and community stakeholders (see Appendix B for list of meeting dates),
- National research of other neighborhood planning programs (see Appendix C for matrix), and
- Discussions with City Departments (including Asset Management, Budget and Management Analysis, Community and Housing Development, Community Initiatives, Economic Development, Finance, Neighborhood Action, Parks and Recreation, and Public Works).

1.2 Goals of the CBNP Program

The goals of the CBNP Program are from the 1997 Master Plan related to Neighborhoods:

- Goal 1: *Preserve, protect and enhance the integrity, economic viability, and livability of San Antonio's neighborhoods.*
- Goal 2: *Strengthen the use of the neighborhood planning process and neighborhood plans.*

To accomplish these goals, several objectives are addressed in the CBNP Program.

¹ *San Antonio Master Plan Policies*, p. 5.

1.3 Objectives of the CBNP Program

The Community Building and Neighborhood Planning Program is based on the following objectives. The primary objective of the CBNP Program is to strengthen neighborhoods as self-sustaining communities working towards improved quality of life. Supporting Master Plan policies are shown in italics.

- Simplify and provide more neighborhood planning (*Neighborhoods, Policy 2a*).
- Foster partnerships with businesses, nonprofits, schools, public agencies, and other groups.
- Strengthen the significance of neighborhood plans through incentives, zoning, and implementation (*Neighborhoods, Policy 2e*).
- Provide a variety of Service Components to meet the needs of all types of neighborhoods (*Neighborhoods, Policy 2c*).
- Support the Neighborhood Action and Economic Development Departments' neighborhood programs.
- Develop a Citywide Comprehensive Master Plan.

1.4 Service Components

The following Service Components are included in the CBNP Program:

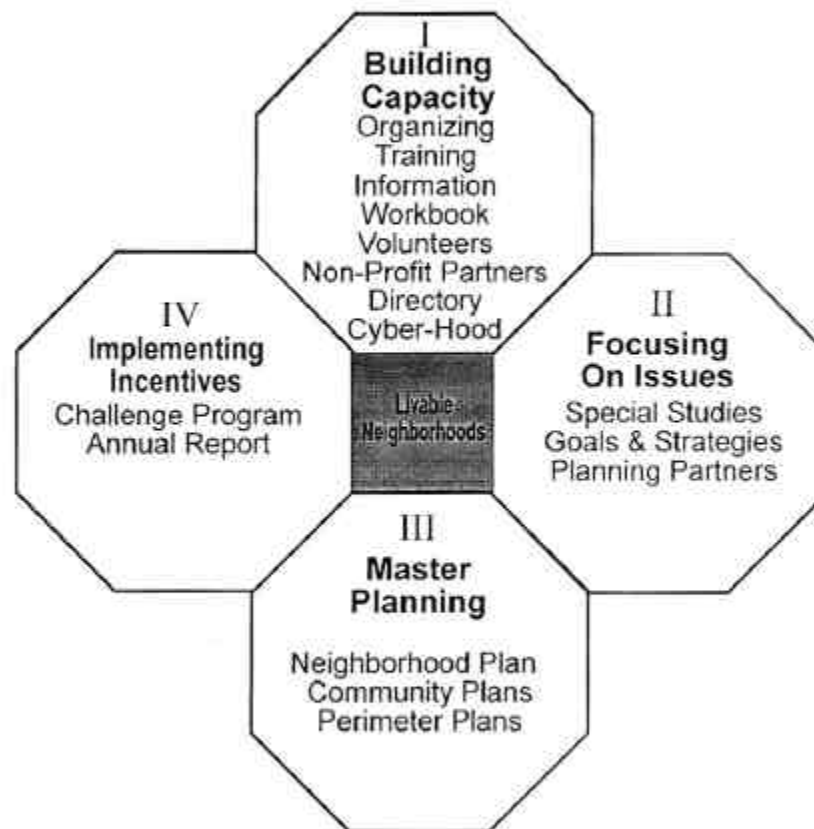
- Service I: Building Capacity
 - Organizing
 - Neighborhood Leader Training
 - Public Information Program
 - Self-Help Workbook
 - Volunteer Corp
 - Nonprofit Partners
 - Neighborhood Directory
 - Cyber-Hood
- Service II: Focusing on the Issues
 - Special Studies
 - Goals and Strategies Report
 - Planning Partners
- Service III: Master Planning
 - Neighborhood Plans
 - Community Plans
 - Perimeter Plans
- Service IV: Implementing Incentives
 - Neighborhood Improvement Challenge Program
 - Annual Improvement Project Report

"...Livable neighborhoods make exceptional cities."

--Anonymous

Service Components

Partnering to Build Better Neighborhoods



Master Plan Neighborhoods Goal 1: Preserve, protect, and enhance the integrity, economic viability, and livability of San Antonio's neighborhoods.

Service Component I: Building Capacity

Desired Outcome of Service Component I: Building Capacity: Successful, sustainable, informed organizations working to improve neighborhoods.

- a. Organizing
 - Working with community members to create or re-energize neighborhood organizations.
 - Resource Materials include a By-laws Questionnaire and a By-laws Specification Book to assist in the creation of neighborhood associations.
- b. Neighborhood Leader Training
 - Contract with a higher educational institution, such as the UTSA Continuing Education Program, to offer courses related to successful community organizing and implementing neighborhood improvement projects.
 - Courses will focus on increasing the number and capacity of organizations to improve their neighborhoods.
- c. Public Information Program
 - Distribution of Zoning and Planning Commission cases and City Council zoning cases by providing information at public buildings and through electronic distribution on the internet.
- d. Self-Help Workbook
 - Provides a resource manual for getting organizing and staying informed.
 - Includes a step-by-step guide, that will be created by the Planning Department, for neighborhood groups to use in developing plans.
 - Receive limited Planning Department staff support in developing Self-Help Workbook Plans.
 - Serve as inputs into Neighborhood and Community Plans.
 - Distributed to the Mayor, City Council members, and appropriate City departments.
- e. Volunteer Corp
 - San Antonians volunteering to help with projects and serve as community resources.
- f. Nonprofit Partners
 - Contract with the Neighborhood Resource Center to coordinate the Annual Citywide Neighborhood Conference and to conduct educational seminars.
- g. Neighbor/hood Directory
 - Continuation of neighborhood registration, listing of associations, and mapping the location of registered neighborhood associations.
- h. Cyber-Hood
 - The Planning Department's web-site contains Zoning and Planning Commission information.
 - New items include neighborhood profiles and outlines of plans.
 - Links to San Antonio neighborhood association homepages and other "hot-links" nationwide.

Service Component II: Focusing on the Issues

Desired Outcome for Service Component II: Focusing on the Issues: Prioritized action strategies to address current issues through working collaboratively between neighborhoods and community partners.

a. Special Studies

- Includes special studies or project-specific plans for critical neighborhood issues including coordination with other neighborhood partners.
- Serve as inputs into Neighborhood and Community Plans.
- Distributed to the Mayor, City Council members, and pertinent City departments.

b. Goals and Strategies Report

- Provides a snapshot of the community's values.
- Focuses the community's initiatives on commonly agreed upon goals and strategies.
- Serve as inputs into Neighborhood and Community Plans.
- Distributed to the Mayor, City Council members, and appropriate City departments.

c. Planning Partners

- Community working together with school districts, colleges, public agencies, and nonprofits or consultants to create plans.
- Linking classroom and student resources to planning projects through studio planning classes that help neighborhoods address their issues.

Service Component III: Master Planning

Desired Outcome for Service Component III: Master Planning: A comprehensive set of strategies and goals that outline the community's vision for the future and the action steps needed to achieve the vision.

All master plans include:

- Land Use;
- Community Facilities; and
- Transportation Networks.

All master plans are:

- Formally adopted by Planning Commission and City Council as a component of the Comprehensive Master Plan.
- Developed through partnerships.

a. Neighborhood Plans

- Composed of the geographic size of a "neighborhood unit" (for example, two or more neighborhood association geographic areas, see Appendix F).
- Neighborhood Plans will serve as building blocks and inputs into Community Plans.

b. Community Plans

- Citywide framework of 25 Community Areas (see Appendix F)
- Similar current planning efforts: the Northwest Community Plan and the Downtown Neighborhood Plan.

c. Perimeter Plans

- Perimeter of Loop 1604 including City Limits to the limits of the Extraterritorial Jurisdiction (ETJ) (see Appendix F).
- Will coincide with major thoroughfare and annexation efforts.

Service Component IV: Implementing Incentives

Desired Outcome Service Component IV: Implementing Incentives: Community improvement through the implementation of small partnership projects and critical neighborhood strategies that spur further action.

a. *Neighborhood Improvement Challenge Program (Amended by City Council – February 8, 2001)*

- Neighborhood Learning Fund
- Neighborhood Trees Fund
- Neighborhood Project Fund

b. *Annual Improvement Project Report*

- Annual rolling report prepared each March.
- Considered by City Council prior to presentation of the annual Five Year Forecast and Goals & Objectives Work Session.
- Reviewed by the Housing and Neighborhood Action Team (HNAT)
- Consolidates and recommends projects from Neighborhood Action, Economic Development, Public Works, Parks & Recreation, Community Initiatives, and Planning Departments.
- Will provide City Council with neighborhood (operating) needs that can be considered when setting budget priorities as well as identify neighborhood capital needs.
- As projects are addressed through either the City operating budget, City capital budget or with private dollars, they will be removed from the report. Projects not addressed will remain in the report and will continue to be provided to City Council as potential improvements for future budgets.
- Potential projects may include: Operational projects such as road maintenance/resurfacing, drainageway clean-up, tree planting, sidewalks, traffic control equipment, and road layout improvements; and larger capital projects that could be funded through bond issues.

1.5 Workload Prioritization, Interdepartmental Support Staffing, Program Evaluation and Financial Impact

a. Workload Prioritization

- The selection of neighborhoods to receive planning services will be based on:
 - Neighborhood Action Department target sweep areas,
 - Economic Development Department's Neighborhood Commercial Revitalization program participants,
 - Planning Department rezoning initiatives, and
 - CBNP Program Application Process (see page 22)
 - Applicants to the CBNP Program apply for either Master Planning or Capacity & Issues Services.
 - Periodic outreach/recruitment efforts conducted will concentrate on attracting applicants to the Capacity & Issues Services.

b. Interdepartmental Support

- Neighborhood planning services are provided to complement the efforts of the Neighborhood Action (NAD) and Economic Development (EDD) Departments.

c. Staffing

- The Planning Department is proposing additional staff including:
 - 1 Special Coordinator for CRAG/NAD Support
 - 1 Planner II for CRAG/NAD planning services.
 - 1 Planner II and 1 Drafting Technician for graphic support.

Estimated Services Per Year By Staffing Level

	<u>Proposed Staff</u>	<u>Existing Staff</u>
Building Capacity	8	4
Focusing on the Issues	5	3
Master Planning	13	10
NAD Target Areas	15-20	4
Comprehensive Master Plan	4-5 yrs	6-7 yrs

d. Program Evaluation

- The CBNP Program will be assessed after a three year period to make any modifications.

e. Financial Impact

- \$60,600 --1 Special Coordinator and 1 Planner II for CRAG/NAD Support
- \$44,123-- Planner II and a drafting technician for graphic support.
- \$100,000- Neighborhood Improvement Challenge Program (\$95,000 for grants; \$5,000 administration)
- \$10,000 - Neighborhood Leader Training (one time)

"Downtowns symbolize cities. Neighborhoods define them.."

-- William K. Morrish and Catherine Brown

2.0 BUILDING CAPACITY

- 2.1 Organizing
- 2.2 Neighborhood Leader Training
- 2.3 Public Information Program
- 2.4 Self-Help Workbook
- 2.5 Volunteer Corp
- 2.6 Nonprofit Partnerships
- 2.7 Neighborhood Directory
- 2.8 Cyber-Hood

The desired outcome of the planning services provided under the Building Capacity Component is successful, sustainable, informed organizations working to improve neighborhoods.

2.1 Organizing

The Planning Department will continue to help neighborhoods form associations and community groups. The Planning Department has created a more responsive tool by developing a “By-Law Questionnaire” and a “By-Law Specification” book. The questionnaire helps neighborhood groups think through organizational issues. The specification book contains organizational language that encourages neighborhoods to function with greater capacity and in an organized and representative manner.

2.2 Neighborhood Leader Training

The Neighborhood Leader Training is a proposed program to contract with a higher educational institution, such as the UTSA Continuing Education Program, to offer courses related to successful community organizing and neighborhood improvement.

City staff and community experts will develop and give one-night courses related to developing and maintaining a sustainable neighborhood organization. Courses such as officer functions, membership, and basics of government will be offered. As the number of course graduates increases, an alumni group could form to serve as volunteers/mentors to other community groups. The intent of the training is to increase the capacity of organizations to improve their neighborhood.

2.3 Public Information Program

The current “neighborhood notification program” which currently entails direct mail distribution of Zoning and Planning Commission cases sorted by Council District, as well as City Council zoning information, to a few neighborhood groups and leaders. The objective of the revised program is to make information available in a more consistent, equitable, and cost-efficient manner. The Planning Department will distribute Zoning and Planning Commission cases and City Council zoning cases by providing information at public buildings and through electronic distribution on the internet.

2.4 Self-Help Workbook

The Self-Help Workbook provides an information resource for organizing a neighborhood group and staying informed as well as a step-by-step guide for neighborhood planning. The workbook will be created by the Planning Department to help neighborhoods examine their areas and identify the actions and activities that will improve their neighborhood. The Planning Department will provide limited staff support to self-help planning efforts. Self-Help Plans will be distributed to the Mayor, City Council members, and appropriate City Departments and will not be formally recognized by City Council.

2.5 Volunteer Corp

A Volunteer Corp from the community will be developed to add to the resources available to neighborhood planning efforts. Volunteers can offer expertise in design, the sciences, planning, facilitation, gardening, and dispute resolution.

2.6 Nonprofit Partnerships

Current nonprofit partnerships include a contract with the Neighborhood Resource Center to coordinate the Annual Neighborhood Conference and to conduct educational seminars. Other partnerships in the future may include joint ventures with housing and community non-profits to produce neighborhood plans.

2.7 Neighborhood Directory

The Planning Department will continue to provide the services of neighborhood registration, the listing of associations, and mapping the location of registered neighborhood associations. The Neighborhood Directory currently is streamlined to include a Listing of Neighborhood Associations, Neighborhood Association Maps and a Citywide Map of Neighborhood Associations -- wall color map (\$65) and black-and-white 11x17 quadrant maps (free).

2.8 Cyber-Hood

The Planning Department's web-site contains Zoning and Planning Commission information. Future items for the site include neighborhood profiles and outlines of plans. Neighborhood Profiles will occur citywide but also will focus on inner-city areas as a means to promote the awareness of these neighborhoods as locations for home and business investment. The site will link to San Antonio neighborhood associations and to informative organizations and sites nationwide.

3.0 FOCUSING ON THE ISSUES

3.1 Special Studies

3.2 Goals & Strategies Reports, and

3.5 Planning Partners

The desired outcome of the planning services provided under Focusing on the Issues Component is prioritized action strategies to address current issues through working collaboratively between neighborhoods and community partners.

3.1 Special Studies

Special Studies, in coordination with other neighborhood partners, will include project-specific plans that address critical neighborhood issues. These studies will be distributed to the Mayor, City Council members, and appropriate City Departments and will not be formally recognized by City Council.

Project-specific plans include studies where the Planning Department is requested to be a participant because of the critical nature of a particular neighborhood or community issue. For example, current efforts include working with the GKDC and the South San Antonio Chamber of Commerce on the Kelly Business Corridor Plan.

3.2 Goals & Strategies Reports

Goals and Strategies Reports provide a snapshot of the community's values and focus the community's energies on commonly agreed upon goals and strategies. The report serves as a 'blue print' of what communities can do for themselves to improve the area. Goals and Strategies Reports will be distributed to the Mayor, City Council members, and appropriate City Departments and will not be formally recognized by City Council.

3.3 Planning Partners

Partnerships encourage a working relationship with local independent school districts, colleges, public agencies, nonprofits and consultants.

Partnerships with independent school districts will focus on sharing recreational and building facilities as well as planning the location of new schools within neighborhood units.

Partnerships with colleges will link classroom and student resources through studio planning classes that help neighborhoods address their issues. Partnerships also will be developed with public agencies, nonprofits, and consultants to assist in the development of plans.

4.0 MASTER PLANNING

- 4.1 Plan Components
- 4.2 Adoption
- 4.3 Neighborhood Plans
- 4.4 Community Plans
- 4.5 Perimeter Plans

The desired outcome of the planning services provided under the Master Planning Component is a comprehensive set of strategies and goals that outline the community's vision for the future and the action steps needed to achieve the vision.

4.1 Plan Components

The following plan components apply to Neighborhood, Community, and Perimeter Plans. Under Neighborhood Policy 2d, the *Master Plan* calls for establishing a standardized format and outline for neighborhood plans (see Appendix A).

All plans shall include: land use, community facilities, and transportation networks.

Plan Stakeholders

Stakeholders include residents, neighborhood associations, community organizations, nonprofits, area institutions, universities, school districts, Chambers of Commerce, property owners, and businesses. Stakeholders will form a Neighborhood/Community Planning Team to assist with plan development. Planning Team membership will be approved by the Planning Director. The Planning Team will contract with the Planning Department for the completion of the plan including a Memorandum of Understanding which outlines each group's responsibilities and a Work Program which outlines timelines for plan development.

Incorporation of Other Studies

Planning documents created under Service Component I: Building Capacity and Service Component II: Focusing on the Issues will become inputs into Neighborhood, Community, and Perimeter Plans.

Outcomes of Plans

Neighborhood, Community, and Perimeter Plans will identify time frames, responsible parties, and potential funding sources for important strategies as well as function as a marketing tool to provide a vision for the area. Coordinating groups will be formed to implement the plans. Planning documents are guides for decision making with no specific financial commitment by the City.

Comprehensive Rezoning

The recommended comprehensive rezoning of an area shall be consistent with the adopted Neighborhood, Community or Perimeter Plan. In addition, the evaluation of rezoning

requests for individual parcels shall be guided by the land use proposed in adopted Neighborhood, Community or Perimeter Plan. Under Neighborhood Policy 2c, the *Master Plan* calls for strengthening the links between zoning and the goals of the community by promoting neighborhood involvement.

4.2 Adoption

City Council Adoption

Plans will undergo continuing City departmental review to clarify and identify any program or policy inconsistencies. Plans then will be forwarded to the Planning Commission and City Council for adoption as a component of the Comprehensive Master Plan per City Charter, Article 9. Adoption as a component of the Comprehensive Master Plan gives Neighborhood, Community, and Perimeter Plans the legal effect of the Master Plan. According to Article 9, Section 123, once adopted as a master plan, no subdivision, street, park, nor any public way, ground or space, public building or structure and no public utility whether publicly or privately owned, shall be constructed or authorized in the City, nor shall any real property be acquired by the City, until and unless the location and extent is submitted to and approved by the Planning Commission. The widening, narrowing, relocation, vacation or change in the use of any street river, or watercourse, or other public way or ground or the sale of any public building or real property also has to be submitted to and approved by the Planning Commission. The City Council has the power to overrule a disapproval by the Planning Commission.

Planning Commission Review

Before adopting a Neighborhood, Community, or Perimeter Plan, the Planning Commission will determine that the plan:

- identifies goals that are consistent with adopted City policies, plans, and regulations.
- was developed in an inclusive manner to provide opportunities for all interest groups to participate.
- is a definitive statement of the community and will be consulted and referenced as a guide by City Council, departments, and Commissions for decision-making processes.

The Planning Commission also will evaluate the planning process to determine if the following criteria are met:

- meetings were conducted openly;
- schedules and planning teams were approved by the Planning Director;
- appropriate departments, boards, commissions reviewed the plan; and
- that proper notification was given by the Planning Commission.

The Planning Commission will evaluate the plan's contents to determine if the following criteria are met:

- contents are consistent with City policies, plans, and regulations;
- comments and recommendations from the pertinent City Departments have been incorporated into the plan;

- the plan's recommendations will implement the plan's goals and objectives; and
- issues outside the City's jurisdiction are identified.

Evaluation

Urban indicators will be developed as each Neighborhood, Community, and Perimeter Plan is produced. Urban indicators are qualitative or quantitative measures that assess progress towards the goals identified in the plan. A biannual report, based on the urban indicators found in each specific plan, will be prepared by the Coordinating Group formed to implement the plan to measure the success of plan implementation. This report will be distributed to City Council, City Departments, and community participants.

4.3 Neighborhood Plans

Neighborhood Unit

Neighborhood Plans will examine and plan for 'neighborhood units' as opposed to the smaller 'neighborhood association areas' currently outlined by the 1989 Neighborhood Planning Process ordinance. (The Neighborhood Unit is discussed in Appendix E and the current 1989 process is outlined in Appendix D).

A neighborhood unit encompasses an area which includes residences, businesses, parks, schools, and other community facilities. Populations may range from 4,000 to 10,000 people depending on the geographic area and boundaries. A neighborhood unit usually contains at least 1,500 housing units.

Building Blocks to Developing a Community Plan

Neighborhood Plans will be incorporated into Community Plans and will function as building blocks in the development of Community Plans.

4.4 Community Plans

Based on the *Master Plan* policy for sector planning, national research, and community input, the Community Building and Neighborhood Planning Program includes a citywide system of Community Areas in order to develop Community Plans.

Objective

The objective of dividing the entire city into Community Areas is to establish a framework for:

- developing Community Plans that impact and service all citizens of San Antonio;
- creating a citywide service system that fosters community-based partnerships and civic awareness that improves neighborhoods; and,
- providing a means for articulating community values that is readily available to public and private entities which shape the future development of the community.

25 Community Areas

The proposed 25 Community Areas are identified in Appendix F. Community Area populations range from 20,000 to 80,000 people, based on the city's current 1,158,300 population, and will cover up to 20 square miles, based on our incorporated area of 409 square miles.⁴ Boundaries are based on neighborhood association areas, the Parks and Recreation System Plan Service areas, creeks, freeways, major arterials, and census tracts.

Neighborhood Plans will function as building blocks for developing Community Plans. The Planning Department does not anticipate that Neighborhood Plans will be developed for every neighborhood. To compensate, the 25 Community Plan areas will create a citywide service area for community-level facilities as a means of providing some essential level of planning to the entire City.

4.5 Perimeter Plans

The Community Area map also shows the perimeter of Loop 1604 including the City limits and the extra jurisdictional area labeled as Plan Areas "A" through "H." Areas "A" through "H" represent growth development areas that will undergo comprehensive master planning (see Appendix F).

As determined by the Comprehensive Planning Division, two Perimeter Plans will be initiated each year and coordinated with major thoroughfare and annexation efforts conducted by the City.

⁴ Source: San Antonio Planning Department, July, 1998

5.0 IMPLEMENTING INCENTIVES

- 5.1 Neighborhood Improvement Challenge Program, and
- 5.2 Annual Improvement Project Report

The desired outcome of the planning services provided under Implementing Incentives component is community improvement through the implementation of small partnership projects and critical neighborhood strategies that spur further action toward neighborhood improvement.

5.1 Neighborhood Improvement Challenge Program (Amended by City Council – February 8, 2001)

The Neighborhood Improvement Challenge Program consists of three funds: 1) the Neighborhood Learning Fund, 2) the Neighborhood Trees Fund and 3) the Neighborhood Project Fund. The goal of the Challenge Program is to give neighborhood groups the opportunity to implement small, feasible improvement projects and foster partnerships with private groups. By providing three funds, the Challenge Program can encourage high levels of participation from all parts of the city and allow for the differing capacities of neighborhood groups.

The Challenge Program is funded through the City's budget. The majority of the funding goes directly to the three funds. A small percentage of the funds is used for administrative costs such as printing, brochures, marketing, mailing, and program outreach. In the future, the Planning Department may recruit private funds to supplement the City budget.

Challenge Program Eligibility

In order to participate in any of the Challenge Program Funds, an organization must be neighborhood-based, represent a specific geographic area and be located within the City of San Antonio. Neighborhood-based organizations are defined as nonpartisan, nonprofit groups of neighborhood stakeholders (residents, businesses, property owners, etc) that were organized for the purpose of improving a specific neighborhood. Projects physically located within gated communities are not eligible for funding. Projects cannot be physically located on private streets.

A. Neighborhood Learning Fund

The objective of the Neighborhood Learning Fund is to enhance the Neighborhood Leadership Training Program. This fund also will increase the capacity of neighborhood groups through learning and implementing new, sustainable skills.

Fund Description

San Antonians can take a class to learn a new, sustainable skill through the Neighborhood Learning Fund. Each class will focus on one subject area. After completing the class, participants are awarded funds to implement their new skill.

Funding Levels and Match

One funding amount will be set for each class. The intent of the funding is to provide a small amount of money to initiate work on the new skill. In most instances, the amount of the funding would vary between \$250 to \$750. A neighborhood group could only receive one allotment of funds per class.

Attendance at all scheduled classes is the required match. Additional match may be required depending on the class subject. For example, if the class subject was creating effective newsletters, a copy of a newsletter produced after the class may be an additional match requirement.

Remaining Funds

Any remaining monies from a Neighborhood Project Fund program year will be rolled over to either the Neighborhood Learning Fund or the Neighborhood Trees Fund. The total amount of funding for the Neighborhood Learning Fund may vary each year depending on the number of applications.

Application Process

The Planning Department will provide workshops to assist neighborhood groups with the application process. Assistance will be provided to help neighborhood groups complete the application form as well as any other paperwork required by the fund.

Selection Process

Completed applications, received prior to the registration deadline, will be selected on a first come, first served basis by City Council District. The Planning Department will fill the class to capacity by selecting additional completed applications received prior to the registration deadline.

Selected applicants must contract with the City of San Antonio for the completion of the project.

B. Neighborhood Trees Fund

The objective of the Neighborhood Trees Fund is to provide a small, definable, easy project to improve neighborhoods, building on the popularity of landscaping projects. This fund of the Challenge Program is consistent with the Community Revitalization Action Group (CRAG) 2000 Recommendations and the City's Master Plan.

Fund Description

Applicant groups can apply for a limited number of trees to be planted in residential or commercial areas or on public land.

Funding Levels and Match

Applicant groups can request a number of trees, the total amount will vary depending on market costs. A group could receive additional trees if the planting is tied to a membership drive or if the planting is identified in a planning document created as a part of the Community Building and Neighborhood Planning Program or through a Super Sweep or Neighborhood Commercial Revitalization area.

Attendance at a training class and two years of tree care is required as match. A maintenance plan will need to be followed in the care of the trees.

Remaining Funds

Any remaining monies from a Neighborhood Project Fund program year will be rolled over to either the Neighborhood Learning Fund or the Neighborhood Trees Fund. The total amount of funding for the Neighborhood Trees Fund may vary each year depending on the number of applications.

Application Process

The Planning Department will provide workshops to assist neighborhood groups with the application process. Assistance will be provided to help neighborhood groups complete the application form as well as any other paperwork required by the fund.

Selection Process

Completed applications, received prior to the fund deadline, will be selected on a first come, first served basis by City Council District. The Planning Department will attempt to expend all tree funds by selecting additional completed applications received prior to the fund deadline.

Relevant City staff will review applications. This review may result in the changing of planting locations from the initial application.

Selected applicants must contract with the City of San Antonio for the completion of the project.

C. Neighborhood Project Fund

The objective of the Neighborhood Project Fund is to implement neighborhood improvement projects, emphasizing projects found in City planning documents. This fund of the Challenge Program is consistent with the Community Revitalization Action Group (CRAG) 1998 Recommendations.

Fund Description

The Neighborhood Project Fund is intended for larger, individualized neighborhood projects. Eligible projects include, but are not limited to, improvements such as murals, tree plantings, landscaping, road signage, and traffic control equipment. A project consisting only of regular maintenance is not eligible for funding. Completed or already initiated projects are not eligible for reimbursement.

Funding Levels and Match

Individual projects will be allotted a minimum of \$2,500 up to a maximum of \$5,000 in City funds. If the project is identified in a document created as a part of the Community Building and Neighborhood Planning Program or through a Super Sweep or Neighborhood Commercial Revitalization area, a 50 percent match is required. If the project is not identified in any of the above mentioned documents, a 100 percent (one-to-

one) match is required. The match can be cash, volunteer labor or in-kind contributions by a non-City source.

Only one project will be funded in each City Council district. The grant funds together with the non-City match will result in between a \$5,000 to \$10,000 investment in neighborhood improvement projects in each district.

Remaining Funds

Any remaining monies from a Neighborhood Project Fund program year will be rolled over to either the Neighborhood Learning Fund or the Neighborhood Trees Fund. The total amount of funding for the Neighborhood Project Fund will vary each year depending on the applications accepted for implementation. The total funding could range from less than \$25,000 to \$50,000.

Application Process

The Planning Department will provide workshops to assist neighborhood groups with the application process. Assistance will be provided to help neighborhood groups complete the application form as well as any other paperwork required by the fund process.

Criteria for Selection

A limited number of City staff from relevant departments together with the Neighborhood Resource Center will rank the applications to the Neighborhood Project Fund. The review group will make a recommendation to the Planning Director for project selection based on the following criteria:

Challenge Program Criteria

Criteria	
1	Benefits the neighborhood/addresses a problem
2	Level of support/project selection process
3	Neighborhood involvement in implementation and/or continued maintenance
4	Consistent/complements City plans, programs or initiatives
5	Achievable budget and schedule
6	Minimal public maintenance expenditure required

Criteria Description

Under *Criteria One*, neighborhood applicants are awarded a higher point level for developing a neighborhood project that provides substantial, lasting benefits to the overall community.

Applicants will be asked to explain the process used to select and/or develop the proposed project in order to demonstrate the level of neighborhood support under *Criteria Two*. The amount of neighborhood commitment should be appropriate relative to the scale of the project. Higher points will be awarded to applicants that demonstrate greater levels of neighborhood commitment.

For *Criteria Three*, neighborhood applicants will be asked to describe community members

involvement in the implementation and, if appropriate, the continuing maintenance of the improvement. Involvement can include physical labor, time, money or in-kind donations. Applicants will be awarded higher points for including several neighborhood stakeholders in the project and developing an achievable plan for continued maintenance.

Under *Criteria Four*, applicants will be awarded higher points for a neighborhood project that complements City plans, programs or initiatives. For example, neighborhood groups would be awarded higher points for developing a project that continues the work undertaken as part of the Neighborhood Action Department Sweeps, the Economic Development Department's Neighborhood Commercial Revitalization Program or planning documents created as a part of the Community Building and Neighborhood Planning Program.

Under *Criteria Five*, neighborhood applicants would be awarded higher points for developing an achievable budget and a workable schedule for their neighborhood project. The budget and schedule should address both implementation and continuing maintenance.

Applicants would receive higher points for projects that result in minimal public maintenance expenditure under *Criteria Six*.

Selection Process

In-person or telephone interviews will be conducted on an as needed basis. Based on the above-described criteria, members of the review group will make a recommendation to the Planning Director for project selection. The Planning Director will make the final recommendation. Selected applicants must contract with the City of San Antonio for the completion of the project.

D. Fund Coordination

The Planning Department encourages neighborhood groups to focus their efforts on one fund. Staff will review requests to apply for more than one fund on a case-by-case basis. Items for consideration include the project's difficulty, the group's capacity and project timelines in addition to other factors.

5.2 Annual Improvement Project Report

Both capital and operating needs identified in planning efforts will be reviewed for inclusion in an annual rolling report. Before inclusion in the report, community needs will undergo a careful screening process to ensure that projects represent legitimate needs and are in keeping with City policies. In Neighborhood Policy 2e, the *Master Plan* calls for all City departments to review and follow neighborhood plans to the extent possible and to consider projects identified in neighborhood plans when making decisions regarding capital improvements (see Appendix D).

The Annual Improvement Project Report (AIPR) will be developed by the Housing and Neighborhood Action Team (HNAT). The AIPR will consolidate and recommend projects from the Neighborhood Action, Economic Development, Public Works, Parks & Recreation,

Community Initiatives and Planning Departments.

The AIPR will be presented to both the Planning Commission and the City Council for consideration prior to the presentation of the annual Five Year Forecast and the City Council Coals and Objectives Work Session. This report will provide City Council with neighborhood (operating) needs that can be considered when setting budget priorities during the Goals and Objectives Work Session as well as identify neighborhood capital needs. As City Council works with the City Manager to evaluate the City's debt capacity and capital needs, this information will serve as a resource for identifying potential bond projects.

As community projects are addressed through either the operating budget, capital budget or with private dollars, they will be removed from the report. Projects not addressed will remain in the report and will continue to be provided to City Council as potential improvements for future budgets.

Projects that may be considered include:

- Operational projects such as road maintenance/ resurfacing, drainageway clean-up, tree planting, sidewalks, traffic control equipment, and road layout improvements.
- Larger capital projects that will need to be considered for possible bond financing.
- Though there is no direct financial commitment from the City of San Antonio, citizens will have an incentive to participate in neighborhood plans because they know their ideas are being heard by the City of San Antonio.

"..Planning is an act of community participation and an expression of belief in its future...
--from Planning To Stay

6.0 WORKLOAD PRIORITIZATION, INTERDEPARTMENTAL SUPPORT, STAFFING, PROGRAM EVALUATION & FINANCIAL IMPACT

6.1 Workload Prioritization

The selection of neighborhoods to receive planning services will be based on:

- Neighborhood Action Department target sweep areas,
- Economic Development Department's Neighborhood Commercial Revitalization program participants,
- Planning Department rezoning initiatives, and
- CBNP Program Application Process.

The type of planning service provided will depend upon the needs and issues present in the community. The Planning Department also will respond to requests from other City departments to coordinate planning efforts.

Application Process

Some of the community groups to receive Capacity & Issues Services or Master Planning Services will be selected through a competitive application process. The remainder will be identified through one of the selection criteria listed above. As determined by the Comprehensive Planning Division, two Perimeter Plans will be initiated each year.

Selection Criteria - Capacity, & Issues Services

Applications for Capacity & Issues Services will be evaluated and scored by HNAT and the Planning Department based on the criteria shown below (See Appendix G for Draft Application.)

Criteria to Select Capacity & Issues Service Areas

Criteria	
A	Extent of stakeholder involvement for the geographic area.
B	Relationship to more critical needs.
C	Number and scale of recent public improvement projects and planning efforts.

Criteria Description - Capacity & Issues Services

Under *Criteria A*, applicants will be asked to submit a list of stakeholders and proposed study boundaries. Higher points will be awarded to groups that include several stakeholders such as residents (both owners and renters), neighborhood associations, community organizations, area institutions, businesses, and property owners. Higher points will be awarded for larger proposed study areas.

Information supplied for *Criteria B* will help determine whether a pressing issue or critical need exists that needs to be addressed in the short-term. Neighborhoods with more critical or pressing issues will receive higher points.

Under *Criteria C*, applicants earn higher points for a greater number of recent or current public improvement projects or planning efforts. In addition to a list of projects provided by the applicant, HNAT members will be able to provide information on upcoming projects and planning efforts by city departments. Coordination of these efforts will be a consideration.

Selection Process - Capacity & Issues Services

All applicants for the Capacity & Issues Services Component will be interviewed by members of HNAT. Based on the applicants scores and interviews, HNAT members will make a recommendation to the Planning Director about the type of planning service the applicant(s) should receive. Applicants with higher point totals will be more likely to receive Focusing on the Issues Services whereas applicants with lower point totals will be more likely to receive Building Capacity Services. The Planning Director will make the final decision on pairing applicants with service components.

Selection Criteria - Master Planning Services

Applications for Master Planning Services will be evaluated and scored by HNAT and the Planning Department based on the criteria shown below (See Appendix G for Draft Application.) The Planning Department then will contract with the Neighborhood/Community Planning Team for the completion of a plan.

Criteria to Select Master Plan Areas

Criteria	
1	Extent of stakeholder involvement for the geographic area.
2	Level of organization.
3	Number and scale of recent public projects and planning efforts.
4	History of working in collaboration.
5	Demographics and community characteristics.

Criteria Description - Master Planning Services

Under *Criteria One*, applicants will be asked to submit a list of proposed stakeholders and proposed plan boundaries. This information will be used to determine if all stakeholders such as residents (both owners and renters), neighborhood associations, community organizations, area institutions, businesses, and property owners will be part of the planning effort. The proposed plan boundaries will be reviewed in comparison to a community area or a neighborhood unit. A higher number of points will be awarded to groups who include all area stakeholders and undertake areas of sufficient size.

Information supplied to meet *Criteria Two* will help determine the applicant's ability to provide community support for a planning effort. Applicants should indicate their ability to provide facilitators for community meetings, leadership for committee work, a means to inform community members of planning efforts, and a structure to develop the partnerships necessary for plan implementation. Applicants will be given the option of submitting letters of commitment from area stakeholders emphasizing their commitment to the planning process. The Planning Department anticipates that less-organized applicants will need additional help and time in coordinating the planning process.

Under *Criteria Three*, applicants earn higher points for recent or current public improvement projects or planning efforts. Current projects or efforts are stressed for two reasons. First the presence of existing efforts offers the opportunity to coordinate and positively impact the resources available for a plan. Second, some projects could raise issues that make planning pertinent for an area. In addition to a list of projects provided by the applicant, HNAT members will be able to provide information on upcoming projects and planning efforts by city departments. Coordination of these efforts, such as traffic plans and park plans, will be considered in the selection process.

Criteria Four will help determine the applicant's experience working in partnership with other groups. Applicants will be asked to list collaboration projects and identify the partners involved and their accomplishments. Promoting and supporting partnerships is an objective of the CBNP Program.

Criteria Five will compare demographic information for the planning area to the median household income and housing values/rents. For example, applicants with a higher percentage of households earning above median income will score higher than average. The Planning Department will compile the demographic information. Applicants will be asked to submit a description of their neighborhood/community area. This information also will be used to create a baseline for future comparison through the development of benchmarks and urban indicators.

Selection Process - Master Planning Services

All applicants for Master Planning Services will be interviewed by members of HNAT. Based on the applicants scores and interviews, HNAT will make a recommendation to the Planning Department for selection. The Manning Director then will make the final decision on selected applicants.

Interviews will be used to select one applicant from among the lowest point totals and one applicant from among the highest point totals. If all applicants gave equally strong interviews, the applicants with the lowest point total and the highest point total would be selected. The total number of selected applicants for Master Planning Services depends on anticipated staff capacity.

Applicants not selected for Master Planning Services would be asked to meet with the Planning Department to further discuss their planning needs. Based on the discussion, the Planning Department would work with the applicant to develop a plan using the Neighborhood Planning Self-Help Workbook (a step-by-step guide), locate a partner to undertake a joint planning effort or recommend steps for the neighborhood to take in preparation for next year's application process. A joint planning effort would involve a partnership between a community institution (i.e. a nonprofit, a university, etc.) and the neighborhood to develop a plan.

Within seven years, at least a Community Plan will be developed for each area within the entire city. After which time, the older Community Plans will need to be reexamined for revision.

6.2 Interdepartmental Support

a. Current Coordination

Components and characteristics of the CBNP Program are based on comments from the City Manager's Office and Department Directors and Senior Staff from the Asset Management, Community and Housing Development, Community Relations, Economic Development, Finance, Library, Neighborhood Action, Office of Budget and Management Analysis, Parks and Recreation, Police, and Public Works Departments.

b. Anticipated Interdepartmental Coordination

Planning staff has been in discussion with pertinent City staff to ensure careful coordination with these ongoing programs:

- NAD's Target Teams Division and Neighborhood Renewal Division,
- Neighborhood Commercial Revitalization Program of EDD,
- SAPD's SAFFE Program and the Commercial Corridor Program,
- Public Work's Inventory of Street Conditions, and Capital Improvements Tracking,
- Parks Department's Parks and Recreation System Plan, and
- Housing and Community Development's CDBG project submittals and how to define proposed projects that would have more impact to improve neighborhood areas.

c. Plan Development and Application Review

All planning services provided under the CBNP Program will be coordinated with appropriate City departments. City departmental review during 'plan development' represents a de facto standing committee that identifies policy consistencies.

The role of the Housing and Neighborhood Action Team (HNAT) should include reviewing plan applications, reviewing projects related to the Neighborhood Improvement Challenge Fund, and recommending appropriate projects and actions to be included in the Annual Improvement Project Report.

6.3 Planning Department Staffing

Neighborhood Planning and Urban Design Division Staffing

By mid-summer 1998, the division, which was created in July 1997, was comprised of a staff of six including: a Planning Manager, two Senior Planners, and three Planner II's.

With input from HNAT, the Neighborhood and Urban Design Division will function as staff support to administer the Neighborhood Improvement Challenge Program and the development of the Annual Improvement Project Report.

Other Staff Support from the Planning Department

Planners from other divisions will be assigned to Community Areas to function as community liaisons. It is anticipated that each planner will work with one-to-two Community Areas. His or her tasks are to assist and participate in neighborhood planning efforts and function as the Planning Department contact.

Proposed Additional Staff

The Planning Department requested one Special Projects Coordinator and one Planner II to provide planning support to CRAG/NAD. The Department also requested one Planner II and one Drafting Technician to provide graphic support.

6.3 Program Evaluation

The CBNP Program will be assessed after a three year period to make any modifications. Program effectiveness will be measured in terms of citizens and acreage served in addition to evaluating the implementation of items found in the plan documents. A set of urban indicators to measure the health, revitalization, and sustainability of a neighborhood will be developed concurrent to the development of each plan. These indicators will be reviewed as a part of the evaluation process.

6.4 Financial Impact

Additional improvements include:

- a. *\$60,600*
Special Projects Coordinator and Planner II positions for CRAG/NAD support.
- b. *\$44,123*
Planner II and a drafting technician for graphic support.
- c. *\$100,000 (annual)*
Proposed funding for the Neighborhood Improvement Challenge Program.
- d. *\$10,000 (one time)*
Neighborhood Leader Training - proposed contract with an educational institution.

7.0 IMPACT OF PROGRAM CHANGES ON CURRENT PLANS

The following Neighborhood Association Plans currently are in process by the Planning Department: Five Points Neighborhood Plan, Government Hill Neighborhood Plan, Oakland Estates Neighborhood Plan, River Road Neighborhood Plan, and Camelot I Neighborhood Plan Update. Upon completion, each of these plans will be recognized following the procedures outlined in the 1989 Neighborhood Planning Process.

For Neighborhood Association Plans already recognized by the City of San Antonio, these plans will remain in effect until a plan is completed under the CBNP Program. Neighborhoods with plans recognized under the 1989 Neighborhood Planning Process may choose to update their plans, even if the planning area does not meet the criteria under the CBNP Program. Any such updated plans completed after the approval of the new program will be forwarded to the Mayor, City Council, and appropriate City Departments without Planning Commission or City Council recognition.

8.0 NEXT STEPS

- | | |
|--------------------------------------|------------------|
| • Planning Commission: | October 14, 1998 |
| • City Council "A" Session: | October 22, 1998 |
| • Applications for Planning Services | November 1998 |

Appendix A

MASTER PLAN POLICY CONFORMANCE

The Community Building and Neighborhood Planning Program substantially conforms to several goals and policies adopted in the San Antonio Master Plan. The goals and policies from the Master Plan addressed by the Community Building and Neighborhood Planning Program relate to Growth Management, Economic Development, Neighborhoods, and Urban Design.

A. Growth Management

Goal 1 Utilize City resources and authority to manage growth and development.

Policy 1b: Distribute land uses to meet the physical, social, cultural, economic, and energy needs of present and future populations.

- 1-2. (not applicable)
3. Encourage public participation in the land use decision-making process.

Goal 2 Develop a process for responding to projected change.

Policy 2c: Strengthen links between zoning and the goals of the community by promoting neighborhood involvement.

1. Encourage neighborhood associations and interested citizens to review land use issues involving their community.
2. Encourage neighborhood representatives and interested citizens to participate in the planning process so their input will be considered by appointed and elected officials during the public hearing process.

B. Economic Development

Goal 3 Create an environment of entrepreneurship, productivity, and innovation in San Antonio that promotes business start-up and business growth.

Policy 3e: Facilitate economic development activities that will: strengthen neighborhoods and communities; provide educational, training and employment opportunities; provide necessary support services; and promote and encourage economic participation for all San Antonio citizens.

1. Provide to neighborhood residents information on, and assistance in, completing community development corporation applications to encourage revitalization and create job opportunities.

Goal 4 Provide economic opportunities in targeted areas, particularly within Loop 410 and the southern sector.

Policy 4b: Work with affected parties to enhance and emphasize the positive assets of targeted areas in efforts to retain and attract new business and industry.

1. Develop and evaluate infrastructure plans for targeted areas. Develop and implement neighborhood Plans that include efforts to promote economic development in targeted areas.

D. Neighborhoods

Goal 1 *Preserve, protect and enhance the integrity, economic viability, and livability of San Antonio's neighborhoods.*

Policy 1g: Encourage the establishment of neighborhood associations.

1. Develop a citywide outreach program to encourage residents, businesses, churches, schools and other service providers to form neighborhood associations.
2. Provide information to neighborhood residents and groups who want to form neighborhood associations.

Goal 2 *Strengthen the use of the Neighborhood Planning Process and neighborhood plans.*

Policy 2a: Provide additional technical assistance and incentives to encourage neighborhoods to plan.

1. Develop a training program for neighborhood residents and groups interested in preparing neighborhood plans.
2. Publicize the benefits and types of neighborhood planning processes that are available.
3. Encourage the Neighborhood Resource Center to maintain and distribute a list of volunteer experts available to assist neighborhoods in the planning process.
4. Encourage consideration of currently recognized neighborhood plans by elected and appointed officials and City staff as they perform their duties and responsibilities.
5. Continue to notify residents and property owners of land use issues affecting their area in a timely manner. Evaluate and supplement the present notification process through new approaches and technologies.
6. Develop, update and make available attractive, easy to understand, bilingual neighborhood planning information, data and manual.
7. Enhance the City's ability to receive and respond to neighborhood concerns and provide neighborhood residents and property owners the opportunity to review land use issues and discuss the issues with appointed and elected officials.

Policy 2c: Promote alternative neighborhood and sector planning processes that will address the needs of all areas of the City.

1. Improve the existing Neighborhood Planning Process
2. Create a Sector Planning Process.
3. Participate and assist in the Neighborhood Conference Process.
4. Promote an Annual Goal Setting Process for Neighborhoods.
5. Develop a Neighborhood Revitalization Strategy.

Policy 2d: Establish a standardized format and outline for neighborhood plans that includes information such as economic data, needed community facilities, and street and drainage improvements.

1. Notify neighborhoods having City Council recognized plans to update their plans at least once every five years to prevent expiration. Provide support services similar to initial plan preparation.
2. Encourage neighborhoods to develop a future land use map in recognized neighborhood plans which illustrates the desired physical evolution of the neighborhood.
3. Encourage neighborhoods to seek sound planning and guidance when developing neighborhood plans.
4. Require neighborhood representatives to take into consideration the development trends of the San Antonio area as they form their neighborhood plans.
5. Require neighborhood representatives to reflect the goals and policies of the Master Plan of the City as they form their neighborhood plans.

Policy 2e: Encourage all City departments to review and follow neighborhood plans to the extent practical.

1. Use an interdepartmental approach to develop standard procedures to ensure that the goals and recommendations of recognized neighborhood plans are considered.
2. (not applicable)
3. Consider projects identified in neighborhood plans when making decisions regarding capital improvement projects.

F. Urban Design

Goal 1 Preserve and enhance the City's urban design.

Policy 1b: Develop urban design policies and standards which integrate and coordinate planning for historic and cultural resources, public facilities and services, and private development, infrastructure, transportation, arts and cultural resources, libraries, parks and recreation, health and human service facilities.

1. Create and adopt urban design guidelines and standards that will enhance the quality of life in San Antonio, and which specifically encourage the following:
 - Preservation and enhancement of the City's important historic and cultural characteristics, including architectural styles and historic districts, as well as existing residential and commercial districts, and neighborhood centers.
 - Distinctive physiographic, natural, and scenic features,
 - Pedestrian safety and comfort, transit access, street level amenities, and circulation between neighborhood centers.
 - Greater density and diversity of development consistent with these urban design policies.
 - Creation of City gateways and entry points,
 - Improved design and attractiveness of the City's highway, street transit and pedestrian networks, and of its open spaces and greenbelts.

Policy 1c: Encourage patterns of urban development that provide a full range of housing choices and promote a sense of community, urban vitality and the efficient provision of infrastructure.

1. Develop a comprehensive land use plan based upon the goals and policies of this Plan, using a public planning process.

Policy 1d: Develop criteria and procedures for infill development which will enhance the character of neighborhoods.

1. Involve neighborhoods in developing neighborhood-specific plans that define the character and pattern of development for their neighborhood, and that establish infill development guidelines.
2. Offer economic and infrastructure incentives to encourage infill development.

Goal 2 *Preserve and enhance the City's historic resources.*

**Policy 2a: Compile and maintain a comprehensive and dynamic historic resource inventory program
which**

Includes federal, state, and local landmarks, properties, and districts.

- 1-3. (not applicable)
4. Require as part of the neighborhood planning process, the identification of potential historic resources and historic districts.

**Policy 2f: Promote partnerships between public agencies and conservation and neighborhood
organizations to achieve preservation objectives.**

Include sessions regarding historic preservation during the annual neighborhood conference, and other appropriate forums.

Appendix B

MEETINGS WITH THE COMMUNITY

Focus Group and Community Meetings

March 18, 1996	Neighborhood Revitalization Brown Bag Lunch
December 11, 1996	San Antonio Coalition of Neighborhoods
January 21, 1997	North Downtown Neighborhood Association Leaders (held at the Aurora Apartments)
February 10, 1997	Northside Neighborhoods for Organized Development (held at the Police Substation)
March 1997	Neighborhood Housing Preservation Meeting (held at Lion's Field)
May 1997	City Leadership Development Program Neighborhood Planning Discussion / Forum
June 19, 1997	Urban Management Assistants of Southern Texas (UMAST) -- Forum and Discussion
April 27, 1998	Neighborhood Team // Community Revitalization Action Group
May 4, 1998	Jefferson Neighborhood with other neighborhoods
May 11, 1998	Neighborhood Resource Center Board of Directors Meeting
June 5, 1998	Community Revitalization Action Group
June 20, 1998	9th Annual Citywide Neighborhood Conference

Appendix C

SURVEY OF OTHER CITIES' NEIGHBORHOOD PLANNING PROCESSES MATRIX

National Survey: Neighborhood Planning in Other Cities

	San Antonio	Austin	Boston	Charlotte	Chicago	Greenboro	Houston	Kansas City	Madison	Nashville	Philadelphia	San Diego	Seattle	St. Louis
Research Program				X					X	X	X	X		X
Phone Interviews		X	X	X	X				X	X	X	X	X	
Document Review														
Program Components														
Planning Process Formally Adopted		X	X	X		X		X	X	X	Advisory	X	X	
Area Included in Plan														
Larger Planning Areas (Citywide)				X	X			X		X	X	X	X	X
Neighborhood Level	X	X	X	X	X	X		X	X	X			X	
Selection of Plan Areas														
Respond to Neighborhood Requests	X			X		X		X						
Application Process		X	X						X					
Use Selection Criteria		X	X	X	X					X				
Target Disadvantaged Areas				X	X					X				
Subjects Included in the Plan														
Physical Emphasis					X	X		X						X
Commercial Included			X		X									
Comprehensive		X		X					X	X		X		
Implementation														
Funds for Neighborhood-Initiated Projects													X	
Funding Sources														
CDBG/Federal Grants			X		X	X		X	X					
Tied to City's Budget									X			X		
Neighborhood Bond Program														
Capital Improvement Monies			X					X		X		X		X
Private														
Special Offerings														
Neighborhood Building Workshops													X	
Neighborhood Web Sites													X	
Neighborhood Service Centers								X					X	
Notification About Related Activities													X	
Enhanced Code Compliance							X						X	

Appendix D

CURRENT NEIGHBORHOOD PLANNING PROCESS

Required Tasks to Develop a Neighborhood Plan

(under current process of 1983, revised 1989)

Phase I: Plan Development by the Neighborhood

- 1.1 Ad Hoc Committee Formed
- 1.2 First Neighborhood Meeting
- 1.3 Neighborhood Plan Team Formed and Project Schedule
- 1.4 Second Neighborhood Meeting
- 1.5 Draft Plan Development
- 1.6 Third Neighborhood Meeting: Endorse Draft Plan

Phase II: Plan Review and Recognition by the City

- 2.1 Distribute for Comment (Planning Commission and Staff Review)
- 2.2 Informal Briefing
- 2.3 Final Draft Preparation
- 2.4 Public Hearing by Planning Commission
- 2.5 Recognition by Planning Commission
- 2.6 Plan Submittal to City Manager (additional comments)
- 2.7 Recognition by City Council
- 2.8 Plan Distribution to Elected Officials/City Departments

Appendix E

NEIGHBORHOOD UNIT

Neighborhood Units are a concept used to develop a planning framework for a city. In the CBNP Program, Neighborhood Units compose the planning area for Neighborhood plans. Several Neighborhood Units grouped together comprise a Community Area.

Under the 1989 Neighborhood Planning Process, Neighborhood Association Plans often are comprised of planning areas smaller than Neighborhood Units. In the CBNP Program, community members can create Neighborhood Association Plans using the Self-Help Workbook for planning areas even smaller than neighborhood units.

Definition of a Neighborhood Unit

A neighborhood unit is essentially an area of sufficient size to support one elementary school. A neighborhood is a specific physical place with particular distinguishing features and amenities as well as a community of common interests and associations.³ Neighborhood units generally are about one square mile in area with about 4,000 to 10,000 residents. A neighborhood unit usually contains at least 1,300 housing units.

The *Master Plan* defines the following basic elements of neighborhoods: schools, churches, parks, open space, offices, stores, police and fire stations, health care, cultural and human services facilities, libraries, and all types of housing.

The basic elements identified in the *Master Plan* are the characteristics the Planning Department considers when defining, together with the community, the boundaries of a neighborhood unit. Natural barriers, major arterials, historical development patterns, population density limits required for environmental protection, and community perception also are considered in delineating neighborhood unit boundaries.

³ *Planning to Stay*, William Morrish and Catherine Brown.

Appendix F**COMMUNITY AREAS:
1998 POPULATION COUNTS AND MAP**

PLANNING AREA	ESTIMATE
1	18,822
2	51,615
3	39,463
4	54,481
5	51,478
6	67,730
7	37,338
8	54,163
9	43,160
10	55,460
11	22,413
12	82,942
13	63,252
14	49,214
15	41,556
16	38,410
17	45,569
18	40,766
19	26,593
20	57,219
21	52,644
22	21,554
23	20,075
24	56,295
25	38,839
ETJ	10,898
TOTAL	1,144,800

SOURCE: CLARITAS DEMOGRAPHICS
CLARITAS CORPORATION

PREPARED: PLANNING DEPARTMENT-
DATA MGMT
APRIL 14, 1998

